



**President, U-M Health System
Executive Vice Dean for Clinical Affairs
U-M Medical School**



Position	President, University of Michigan Health System Executive Vice Dean for Clinical Affairs, University of Michigan Medical School
Institution	University of Michigan
Location	Ann Arbor, MI
Reporting Relationship	The President-UMHS and EVD-UMMS reports to Marschall Runge, M.D., Ph.D., Executive Vice President for Medical Affairs for the University of Michigan, Dean, U-M Medical School, CEO, Michigan Medicine.
Website	https://med.umich.edu/

THE OPPORTUNITY

The University of Michigan is one of the nation’s premiere universities and is among the most highly regarded in the world. Michigan’s academic vigor offers excellence across disciplines and around the globe. We are recognized as a leader in higher education due to the outstanding quality of our 19 schools and colleges, internationally recognized faculty and departments with 275+ degree programs.

The University is also home to Michigan Medicine, comprised of the Medical School and its clinical enterprise, the University of Michigan Health System (UMHS). Michigan Medicine is an integral and fully integrated component of the University. Its leadership are fully citizens of the University, sharing its mission, goals, and responsibilities. Its faculty and staff routinely collaborate with and meaningfully contribute across U-M’s schools and centers, and its culture embraces the University’s values of inclusion, innovation, and impact. All of the U-M community takes immense pride in having a health system routinely ranked among the nation’s very best hospitals, and one that has been recognized as one of the best employers in the nation. While the University’s Board of Regents has delegated to the University of Michigan Health System Board certain responsibilities for the governance of the health system, formal institutional governance and fiduciary responsibility for all of Michigan Medicine, including UMHS, rests with the University’s Board of Regents.

David A. Spahlinger, M.D., became executive vice dean for clinical affairs in the Medical School and president of the U-M clinical enterprise in January 2016. The clinical enterprise of the U-M academic medical center includes U-M Medical Group physicians and other health professionals at University Hospital, the Frankel Cardiovascular Center, C.S. Mott Children’s Hospital, the Von Voigtlander Women’s Hospital, and the many U-M health centers located throughout Michigan. Dr. Spahlinger has recruited and developed a strong and effective executive leadership team and given them the latitude and resources to grow their respective programs. Dr. Spahlinger has recently announced his intent to retire as President, UMHS, and a senior leadership recruitment is underway to identify his successor.



UMHS is composed of C.S. Mott Children’s Hospital, the Von Voigtlander Women’s Hospital, University Hospital, Frankel Cardiovascular Center, and the University of Michigan Medical Group. 2,000 physicians, 140 clinics at 40 sites throughout Southeastern Michigan. Affiliations with MetroHealth, MidMichigan Health, and Trinity Health to name a few. UMHS also includes Michigan Health Corporation. UMHS consists of 1,000 licensed beds and 49,000+ discharges. Total operating revenues of \$4.3 billion and 28,000 FTEs. 2.4 million outpatient ambulatory visits. Awards include U.S. News and World Report #11 ranking nationally, #1 in Michigan. Leap Frog “A” patient safety ranking, Becker’s Healthcare 150 Great Places to Work and Nurse Magnet certification.

The task of the next President, University of Michigan Health System is to continue the tradition of clinical, educational, and scientific leadership and excellence while preparing the Health System for the opportunities and challenges ahead. The next President will represent the values and communicate the vision of the University of Michigan, even as he/she encourages the creative thinking and innovation that will ensure UMHS continues its position among the nation’s elite academic integrated health systems. Consistent with the values of the University of Michigan, The President will have a demonstrable track record of achievement in diversity, equity and inclusion as exemplified by the recruitment, development, and promotion to leadership of a diverse faculty and staff. The President must be highly respected as a strategic and visionary leader and have the operational and business acumen and sensitivity to a culture of shared governance necessary to lead and manage a high performing and highly complex academic health system. He/she must demonstrate the interpersonal skills that will assure successful relationship building with a variety of internal and external stakeholders, including faculty, staff, health system and university leadership, payers, government representatives, donors, and affiliated organizations.

The new President will be expected to continue the traditions of service, sound management, and support of the academic mission of the U-M Medical School. He/she will continue the tradition of being a citizen of the University, valuing the great advantage a synergistic relationship with the University brings to the health system. In these current, unprecedented times, he/she will also be expected to assess the organization’s readiness for change, anticipating new externalities, and adjusting strategies and goals as appropriate. As befitting one of the nation’s largest and most successful teaching hospitals and academic health systems, UMHS is expected to lead its peers through innovation as well as execution.

The President will be responsible for all areas of the health system, but special attention should be directed to the following strategic priorities.

- Reporting to the EVP/Dean, the President plays an important role in advancing all missions. While the clinical mission is central to the success of UMHS, the academic mission is paramount to the success of Michigan Medicine, which leads in translational research and innovative therapies. Importantly, leveraging the extraordinary assets of



the University of Michigan with regard to innovation in scholarship and access to exceptional care is an imperative.

- Lead the health system's strategies with respect to the payer and provider environment, ensuring nimble approaches that maintain Michigan Medicine's leadership position and ensure financial success for the future.
- Identify and develop top-tier talent focused on health equity and diversity, delegating appropriately, while holding other leaders accountable for outcomes, milestones, deadlines, and performance.
- Increase the organizational focus on innovation in patient care management and outcomes, recognizing the power of the system's technologies, people, and scale to more effectively organize patient-centered care across communities.
- As senior most leader of the clinical enterprise, continue to promote Michigan Medicine's culture of integration of patient care and administration across the health system.
- As the clinical enterprise leader, focus on high value care – both affordable and high quality.
- The candidate will demonstrate experience and commitment to inter-professional team based care across the multiple healthcare schools and across all of Michigan Medicine.

ESSENTIAL QUALIFICATIONS AND EXPERIENCE

The ideal candidate for President is an experienced, talented physician healthcare executive. COOs, CMOs, or regional presidents of large multi-hospital health systems or hospitals and others with significant leadership roles and scope in academic medical centers will also be considered. Ideally, candidates also will have experience in an integrated academic medical system and university, and demonstrate a strong commitment to aligning goals and resources to advance the clinical, educational and research missions. Candidates should have both a vision for academic medicine and a track record of accountable leadership and management in a highly collaborative and results-oriented environment.

Candidates should possess strong administrative skills in all aspects of health care administration including board relations, strategic planning, patient care, inpatient and outpatient clinical operations, finance, physician relations, physician joint-venture development, information technology, human resources, government relations, marketing, and vendor/payer contract negotiations.

The new President will be recognized as a leader, possessing outstanding communication, listening and interpersonal skills, able to quickly establish credibility and rapport with a broad set of executives and constituencies. He/she must be current on healthcare trends, policies and regulations, both locally and nationally, and is expected to be a respected spokesperson for Michigan Medicine and health care generally.

The successful candidate will be an energetic and motivated senior leader with a passion to make a difference, a commitment to advancing the University of Michigan's mission, and who has demonstrated:



- A history of leading quality healthcare services to meet the needs of a highly diverse community including individuals with limited financial means, language differences, and other barriers to receiving medical care in a traditional health services environment.
- Ability to forge effective working relationships with other fellow leaders, the medical staff, academic partners and the management team, and the regents. This is particularly critical given the current pandemic environment and the challenges that recovery from this unprecedented global event will have on all of academic medicine.
- Experience and interest in leading political processes at the local and regional level to obtain support for the mission.
- A superior track record in healthcare administration, with significant successful experience at the senior leadership level.
- Capabilities as both a strategic and operational leader, possessing a record of accomplishments that demonstrates the ability to lead an extremely complex organization operating in a highly competitive environment. This experience should ideally include a broad understanding of healthcare policy, medical economics, managed care, healthcare services delivery and academic medicine.
- Strong financial management skills together with the business acumen and judgment to effectively utilize the resources and staff of the system; demonstrated effectiveness as a mentor.
- Demonstrative expertise in conflict resolution through negotiation, clarification, and inclusive dialogue.
- Active participation in the community-wide dialogue that advances the coordination of healthcare services.
- Appreciation for the nature and value of the political process – works calmly and effectively in managing the predictable twists and turns in a political decision-making process.
- Demonstrable evidence of enhancing inclusion and diversity within their current leadership role.
- Impeccable values, ethical standards, and moral compass.



MICHIGAN MEDICINE LEADERSHIP COMPETENCIES

Competencies	Definition
Creates Value for the Diverse Communities We Serve	Michigan Medicine leaders foster a climate of service excellence in which people are engaged in creating the ideal patient, staff/faculty, student and/or customer experience. Leaders engage patients and families in their health care; students in their learning; and staff/faculty in their performance and development. They make themselves available, spending time in the workplace. Leaders prioritize, reducing overburden for those they lead.
Creates a Shared Vision	Michigan Medicine leaders inspire people through building consensus around a compelling vision and shared mission, including strategic clinical, research and educational initiatives. A hallmark of their achievements is in continually learning and innovating – and teaching faculty, staff and students – ways to do better. Leaders see standard work and experimentation as the basis of innovation and creativity.
Leads Innovation and Change	Michigan Medicine leaders catalyze change by recognizing its need, challenging the status quo, energizing stakeholders, and championing experiments to improve. Leaders are strong advocates of change even in the face of opposition, and make the compelling argument. They find practical ways to overcome barriers to change through deep knowledge of the way work is done and the root causes of problems. Leaders engage diverse teams in change activities.
Fosters and Promotes Inclusive Teams	Michigan Medicine leaders see themselves as leaders of others, pulling together diverse groups of people and engaging them in a single purpose while encouraging transparency, service to each other, respectful behavior, candid conversation and achievement. Leaders foster an environment which encourages a healthy balance of work and personal life for themselves and their team. Leaders build trusting relationships with team members through respectful and thoughtful interactions.
Collaborates and Builds Inclusive Relationships	Michigan Medicine leaders generate an atmosphere of collegiality and are models of respect, helpfulness and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing professional relationships, creating internal and external networks.
Coaches and Develops Others	Michigan Medicine leaders are adept at cultivating people's abilities. Leaders embrace their role as coach to their staff/faculty and others and have a genuine interest in helping them develop professionally and personally. Leaders give timely and constructive feedback on performance, behaviors and developmental areas building trust with those they coach. They ask questions, refrain from directing the thinking process and encourage problem solving by others.
Achieves Results	Michigan Medicine leaders have high personal standards that drive them to constantly seek performance improvements – for themselves and for those they lead. They set measurable but challenging goals, and are able to calculate risk so that their goals are worthy but attainable. Leaders achieve exceptional improvements through the development of teams focused on a common vision and goals. They track progress to the plan, make adjustments, and show resilience at setbacks.
Solves Problems	Michigan Medicine leaders identify and solve problems through a scientific root cause analysis based on first hand observation. They go see, ask why, and show respect. They use systematic problem solving models, inclusive of diverse perspectives. In appropriate situations, leaders are decisive, knowing when and how to decide in the face of uncertainty and ambiguity.
Aligns Culture	Michigan Medicine leaders are politically and organizationally astute. They understand internal and external forces. Leaders guide the appropriate combination of people, money, practices, policies and technology to reinforce change and the organization's mission.
Adapts	Michigan Medicine leaders are adaptable and seek to resolve multiple demands without losing their focus and energy. They strive to clear up ambiguities and uncertainties of organizational life. Leaders adapt to new challenges, adjust to fluid change, and are limber in their thinking in the face of new data or realities. Leaders demonstrate flexibility in both work and home life to address changing demands. Routinely checks and adjusts, anticipating not all plans will work.
Acts with Courage and Confidence	Michigan Medicine leaders are focused, goal driven and excel in acting confidently and with initiative. They lead by sharing power, putting the needs of others first and helping others develop and perform as highly as possible. They seize opportunities, welcome and share challenging assignments and integrate present realities and future possibilities.
Communicates	Michigan Medicine leaders create an atmosphere in which timely and high quality information, reflecting diverse thinking, flows smoothly. Leaders encourage the open expression of ideas and opinions. Leaders are role models in delivering clear presentations, actively listening and preparing well-written documents.



ABOUT MICHIGAN MEDICINE

Michigan Medicine is home to one of the largest health care complexes in the world. It has been the site of many groundbreaking medical and technological advancements since the Medical School first opened in 1850.

Patient Care

Those who come to Michigan Medicine to learn, teach and practice are passionate about helping people. We give them the tools and knowledge to do that. Our faculty serve the health needs of our citizens while training and mentoring the next generation of physicians and researchers every day at one of the top academic medical centers in the world. Expanding knowledge. Dissolving disparities. Improving lives. They are tireless in their efforts to endlessly adapt and deliver medicine that makes a difference to patients and families at home and abroad.

Patient Care Activity FY19	
Patient Clinic Visits	2,541,017
Observation Cases	18,557
Hospital Discharges	49,471
Surgical Cases	59,735
Survival Flight Missions	1,235
Emergency Department Visits	108,986

Partnerships and Affiliations

With an eye toward serving patients and families as close to home as possible through a coordinated statewide system of care, Michigan Medicine has pursued a variety of relationships with aligned health systems and providers throughout the state. Examples include:

- [Compliance document for purposes of Medicare Shared Savings Program.](#)
- **Metro Health – University of Michigan Health.** In 2016, [Metro Health – University of Michigan Health joined Michigan Medicine](#), and together we embarked on an affiliation that builds upon the strengths of the world-class Michigan Medicine academic medical center and a very successful community-based health system. As part of Michigan Medicine, Metro Health provides a world-class system of leading-edge healthcare services with its patient-centric, holistic approach. The 208-bed hospital anchors Metro Health Village in Wyoming, Michigan, serving more than 250,000 patients annually.
- **MidMichigan Health.** In 2014, Michigan Medicine affiliated with MidMichigan Health. Since that time, we have worked together to continue and enhance the high quality care delivered in the communities served by MidMichigan Health. MidMichigan Health covers a 23-county region with medical centers in Midland, Alpena, Alma, Clare, Gladwin, Mt. Pleasant and West Branch. In addition to its Medical Centers, MidMichigan



Health also offers both home health care and physician services, and has a strong commitment to medical education.

- **Trinity Health – Michigan.** Beginning in 2018, Michigan Medicine launched a [statewide affiliation](#) with Trinity Health aimed at exploring opportunities to partner in markets where we both have a presence. Collaborations to date include:
 - A joint venture of St. Joseph Mercy Chelsea (SJMC), a 133-bed, not-for-profit hospital located in Chelsea Michigan. At SJMC, Michigan Medicine has expanded its surgical and medical presence, providing additional access to high quality care for Michigan Medicine patients and families;
 - A Michigan Medicine hospitalist unit located at St. Joseph Mercy Ann Arbor, providing an additional site of care for Michigan Medicine patients
 - The Cancer Network of West Michigan, a joint venture between Mercy Health and Metro Health – University of Michigan Health, leverages the combined resources and capabilities of the two West Michigan health systems and Michigan Medicine, the academic medical center of the University of Michigan.
- **Sparrow Health System.** In 2019, Michigan Medicine launched a system-wide [affiliation with Sparrow Health](#), with an initial focus on pediatric care. Specifically, Michigan Medicine and Sparrow Health created a co-owned, co-managed, co-branded joint venture for pediatric care to maintain and enhance the quality of care delivered to children and families in the communities served by Sparrow Health.
- **Physicians Health Plan.** In 2020, Michigan Medicine invested in a minority interest in Physicians Health Plan (PHP), a health plan subsidiary of Sparrow Health. Together, we are seeking to improve the health status of PHP's members (including University of Michigan employees) by facilitating access to quality, compassionate, accessible and cost-effective health services through organized health delivery systems.
- **VA Ann Arbor Healthcare System.** More than 700 of our faculty physicians, plus residents, care for veterans in VA hospitals & clinics, and study issues related to veterans' health.
- **Physician Organization of Michigan Accountable Care Organization (POM ACO).** Michigan Medicine leads and coordinates [POM ACO](#), a team of Michigan physician organizations working to improve care for thousands of Medicare participants across the state, while making a positive difference in the cost of that care. POM ACO is one of the few ACOs to have such a long track record of both savings and high quality of care every year under the Medicare Shared Savings Program created under the Affordable Care Act.



- **Public schools.** Michigan Medicine, the Michigan Department of Health and Human Services, and the Michigan Department of Education, working with the Washtenaw County Health Department, the Genesee County Health Department, and other healthcare providers, fund and operate the seventeen school-based health centers that comprise the Regional Alliance for Healthy Schools. These centers serve as a “health home base” for students and their families during the school day.
- **Other Relationships.** In addition, Michigan Medicine has a number of other joint ventures and professional services agreements with health systems throughout Michigan and the region. These arrangements most often include Michigan Medicine faculty practicing at a partner site, but may also include joint governance of a service, medical directorships, clinical integration, co-management of a service or facility. Often, these arrangements build the foundation for deeper and broader relationships.

Education

When the University of Michigan founded its medical school in 1850, it immediately assumed a leadership role in American academic medicine. We enjoy a unique place in the annals of education as one of the very first major medical schools to admit female students and minorities. In the more than 165 years of service to students, these firsts, and many more, have galvanized our reputation as one of the nation’s premier public research-oriented medical schools. We graduate approximately 170 physicians annually, strengthening a body of UMMS alumni more than 21,000 strong.

Research

At \$1.62 billion, the University of Michigan is the top public university in research spending in the United States. Our team proudly supports an internationally recognized research enterprise, where our shared goal is pursuing innovative science and improving the lives of patients and their families. Our metrics show that over half a billion of that is awarded each year to the Medical School, supporting our many research strengths. Imagine what it would be like to conduct research at the laboratory bench, in the clinic, or with the community as part of our world-renowned Medical School, facilitated by the departments, centers, and institutes and our Office of Research.

RESEARCH & EDUCATION FY19	
Sponsored Project Expenditures	552.1M
NIH Awards	398.2M
Total Faculty	3,879
MD Students	795
PhD Students	467
MD/PhD Students	93
Residents & Fellows	~1200
Postdoctoral Fellows	591



PHILANTHROPY FY20	
Gifts	\$111.2M
Donors	10,656
Alumni Giving	\$14.4M

Service

As a leader in health care, it is important that Michigan Medicine serves the health care needs of regional, national, and international communities, in addition to our local community. To this end, collaboration and engagement with the spectrum from local to global communities enhances our ability to provide unparalleled education, innovative research, and life-altering patient care. We are thus committed to fostering strategic relationships with communities near and far in order to improve health for all.

Global Engagement

By supporting faculty and students alike in their international endeavors, Michigan Medicine continues to recognize the increasing importance of global health – not only for our partners overseas, but for our own institution as well. All collaborations, including student educational experiences, are rooted in respect and emphasize mutual benefit. For students, whether they are engaged in research or clinical experiences abroad, the goal is always to come away with new skills and perspectives that follow them throughout their careers in medicine.

COMPENSATION

The University of Michigan is committed to providing a competitive package commensurate with the next UMHS President’s responsibilities.



APPLICATION PROCESS

The Executive and Leadership Search firm component of *AMN Leadership Solutions, Inc.* is assisting the University of Michigan and the appointed Search Committee with the UMHS President and EVD for Clinical Affairs recruitment process. Qualified Candidates should confidentially submit their current Curriculum Vitae along with a supporting Cover Letter of interest electronically c/o: anne.neubauer@amnhealthcare.com

For further information, contact:

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